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The Effect of Dual Competency-Based Human Resource Management on the Loyalty and Job Satisfaction of Academic Employees

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Abstract: *This research investigates the increasing significance of human resource management (HRM) in addressing the rise in competition within the education realm, especially in Islamic boarding school institutions. It is essential for academic personnel to not only exhibit strong academic skills but also to reflect Islamic principles. Consequently, the idea of dual competency, which merges professional academic abilities with religious morals, is viewed as a pertinent strategy. The goal of this study is to evaluate the application of HRM based on dual competency and how it relates to job satisfaction and loyalty among academic faculty at the Al-Multazam Islamic Boarding School Foundation located in Kuningan, West Java. This study adopts a qualitative methodology utilizing field research techniques. Data collection was carried out through interviews, observations, and reviewing documents, with informants chosen via purposive sampling, comprising permanent staff with at least one year of professional experience. Data analysis was performed through processes of reducing data, displaying findings, and drawing conclusions. The results demonstrate that implementing HRM grounded in dual competency, particularly through strategies for hiring and retaining staff, significantly contributes to enhancing job satisfaction and employee loyalty. The congruence between the skills of employees and the requirements of their roles, reinforced by a religiously inspired work environment, cultivates a stronger feeling of satisfaction and commitment to the organization. Importantly, this study highlights the development of spiritual loyalty, in which employees view their jobs as a type of worship (ibadah), thereby bolstering their internal motivation and ongoing commitment to the institution.*

Keyword: *human resource management, dual competency, job satisfaction, employee loyalty*

INTRODUCTION

In the era of globalization marked by the development of information technology, labor mobility, and increasingly intense competition among organizations, the role of human resources (HR) has become increasingly strategic. Organizations no longer rely solely on the

superiority of physical or financial resources, but are highly determined by the quality of the people who manage them. Superior human resources are not only required to possess technical competencies, but also adaptability, creativity, and high loyalty to the organization. This loyalty becomes an important factor in maintaining organizational stability, reducing turnover rates, and increasing work productivity in a sustainable manner.

In the context of educational organizations, particularly modern pesantren-based educational institutions, the challenges of human resource management become more complex. Educational institutions do not only function as places for knowledge transfer, but also as forums for character formation and moral values. Therefore, educators and education personnel are required not only to be competent in academic fields, but also to possess strong moral and spiritual integrity. This makes human resource management in pesantren-based educational institutions have its own characteristics that differ from organizations in general.

Competency-based human resource management emerges as one of the effective approaches in addressing these challenges. This approach emphasizes the importance of alignment between individual competencies and organizational needs, so that each individual can provide optimal contributions. The competencies referred to include aspects of knowledge, skills, and attitude that are relevant to the tasks and responsibilities carried out. With the implementation of competency-based management, organizations can improve work effectiveness, enhance recruitment systems, and develop human resources in a more directed manner.

According to Armstrong (2021), competency-based human resource management allows organizations to identify competency needs more specifically so that it can improve individual and overall organizational performance. In addition, this approach also helps in designing more targeted training and development systems. Other research shows that the implementation of competency-based management has a positive relationship with job satisfaction and employee loyalty, because individuals feel placed in accordance with their abilities and potential (Sutrisno, 2022).

However, in the context of pesantren-based educational institutions, the concept of competency is not limited to professional aspects, but also includes religious aspects. This gives rise to the concept of dual competency, namely a combination of professional academic competencies with religious and moral competencies. Educators in pesantren institutions are expected not only to be able to teach effectively, but also to become role models in behaving in accordance with Islamic values.

This concept of dual competency becomes very important because pesantren-based educational institutions have a mission that is not only oriented toward academic achievement, but also the formation of Islamic character. Therefore, human resource management in these institutions must be able to integrate both aspects in a balanced manner. This certainly becomes a particular challenge, especially in the process of recruitment and retention of the workforce.

In the perspective of Islamic education, humans are viewed as beings who possess physical and spiritual potential that must be developed in a balanced manner. Islamic education does not only aim to produce individuals who are intellectually intelligent, but also those who have noble character. Therefore, educators in Islamic educational institutions have a strategic role as murabbi (educators) who not only transfer knowledge, but also guide and foster the character of learners.

The values of Islamic education emphasize the importance of role modeling (uswah hasanah) in the educational process. An educator is not only assessed based on academic ability, but also on behavior and character in daily life. This is in line with the concept of education in Islam which places character as the core of the learning process. Thus, human resource management in Islamic educational institutions must be able to ensure that educators have high moral integrity and commitment to Islamic values.

Yayasan Al-Multazam Islamic Boarding School Kuningan, West Java, as one of the modern pesantren-based educational institutions, faces challenges in managing human resources that are able to meet the demands of dual competency. As a continuously developing institution, this foundation is required to have high-quality educators and education personnel, both in academic and religious aspects. This is important in maintaining the quality of education as well as public trust in the institution.

In practice, the implementation of dual competency-based human resource management in this institution is inseparable from various challenges. The recruitment process must be carried out selectively to ensure that prospective employees have appropriate competencies. In addition, retention strategies also become an important factor in maintaining a quality workforce. Retention is not only related to the provision of compensation, but also includes aspects of career development, work environment, and appreciation of performance.

According to Dessler (2020), an effective recruitment strategy is the initial step in building quality human resources, because errors in this process can have long-term impacts on organizational performance. Meanwhile, research by Robbins and Judge (2021) shows that job satisfaction has a significant relationship with employee loyalty, where satisfied employees tend to have higher commitment to the organization.

Nevertheless, there are still various problems in human resource management in educational institutions, such as high turnover rates, mismatch between competencies and jobs, and low job satisfaction. These problems can negatively impact organizational performance as well as the quality of educational services provided. Therefore, more effective and sustainable human resource management strategies are needed.

Research by Putra and Rahmawati (2023) shows that the implementation of dual competency in human resource management in Islamic educational institutions can increase the loyalty and job satisfaction of educators. This is because employees feel a value alignment with the organization, thereby increasing their emotional attachment. In addition, a work environment that supports religious values can also increase comfort and work motivation.

Based on the description above, it can be concluded that dual competency-based human resource management has an important role in increasing the loyalty and job satisfaction of academic employees. Therefore, this research is relevant to be conducted in order to examine more deeply the effect of dual competency-based human resource management on the loyalty and job satisfaction of academic employees, particularly in the context of recruitment and retention strategies at Yayasan Al-Multazam Islamic Boarding School Kuningan, West Java.

Thus, this research is expected to provide theoretical contributions to the development of human resource management science, particularly in the context of pesantren-based education, as well as provide practical recommendations for educational institutions in managing human resources more effectively. In addition, this research is also expected to strengthen the role of Islamic educational institutions in producing generations who are intellectually and spiritually superior, so that they are able to face global challenges while still adhering to Islamic values.

METHOD

This study adopts a qualitative approach using a case study method to explore in depth the implementation of dual competency-based human resource management (HRM) and its impact on job satisfaction and loyalty among academic employees. This approach is considered appropriate due to its ability to examine phenomena contextually and holistically within the real setting of pesantren-based educational institutions (Creswell & Poth, 2022; Flick, 2022). The research was conducted at Yayasan Al-Multazam Islamic Boarding School, located in Kuningan, West Java. Informants were selected through purposive sampling, based

on specific criteria such as being permanent employees, having a minimum of one year of work experience, and being actively involved in human resource management processes. To enhance the depth and diversity of perspectives, this study involved three key informants: (1) a senior academic employee with approximately 12 years of experience and a comprehensive understanding of the institution's HRM system, (2) a management representative directly involved in the formulation and implementation of HRM policies, and (3) an academic staff member responsible for executing HRM policies at the operational level. The inclusion of these informants was intended to provide a more comprehensive understanding of dual competency-based HRM practices from both managerial and operational viewpoints, thereby strengthening the credibility and richness of the data (Lincoln & Guba, 2021). The data collected in this study consist of primary and secondary data.

Primary data were obtained through in-depth interviews with the selected informants, while secondary data were gathered from organizational documents, reports, and relevant literature. Data collection techniques included interviews, observations, and documentation to ensure a comprehensive understanding of the research phenomenon (Nowell et al., 2022). The primary research instrument was the researcher as a human instrument, supported by a semi-structured interview guide. The research process followed several stages, including data collection, data reduction, data display, and conclusion drawing. Data analysis was conducted using the interactive model developed by Miles, Huberman, and Saldaña, which involves data reduction, data presentation, and conclusion verification (Miles et al., 2022). To ensure the trustworthiness of the findings, this study employed triangulation techniques, including triangulation of sources, methods, and time. In addition, member checking was conducted with the informants to validate the accuracy and consistency of the data obtained (Creswell & Poth, 2022; Lincoln & Guba, 2021).

RESULTS AND DISCUSSION

Yayasan Al-Multazam Islamic Boarding School Kuningan, West Java, represents a distinctive model of a modern pesantren-based educational institution that systematically integrates academic excellence with Islamic values within its organizational structure. Unlike conventional educational institutions that primarily emphasize cognitive achievement, this foundation adopts a more holistic approach by embedding religious values into both educational and managerial practices. In this context, human resource management (HRM) becomes a strategic instrument not only for enhancing performance but also for cultivating value-driven human capital.

The institution's HRM system is characterized by the implementation of a dual competency framework, which combines academic competence with Islamic moral and spiritual competence. This approach aligns with the argument proposed by Michael Armstrong (2021), who emphasizes that competency-based HRM enables organizations to achieve alignment between individual capabilities and organizational requirements. However, the findings of this study suggest that the concept of competency in this institution extends beyond Armstrong's predominantly performance-oriented perspective. Specifically, competency is not only understood as a combination of knowledge and skills but also includes moral integrity and spiritual awareness, indicating a broader and more value-oriented interpretation.

This expansion of the competency concept highlights an important theoretical implication: while mainstream HRM literature tends to conceptualize competency in functional and measurable terms, the case of Yayasan Al-Multazam demonstrates that competency can also be socially and culturally constructed, particularly within religious-based organizations. Therefore, this study does not merely confirm existing theory but also challenges its limited scope by introducing a more holistic understanding of competency.

Data Representation: Dual Competency as an Embedded System

The empirical findings derived from in-depth interviews reveal that the implementation of dual competency-based HRM at Yayasan Al-Multazam is not superficial or symbolic but deeply embedded within organizational processes. Academic qualifications are maintained as a fundamental requirement, with a minimum standard of a bachelor's degree, ensuring that professional competence remains a core criterion.

However, what distinguishes this system is the equal, if not greater, emphasis placed on Islamic values during recruitment and selection. Candidates are evaluated not only based on intellectual capacity but also on their religious understanding, moral conduct, and ability to serve as role models within the pesantren environment. This finding supports the multidimensional view of competency proposed by Sutrisno (2022), who argues that competency encompasses not only technical skills but also attitudes and values.

More importantly, the integration of Islamic values is not limited to the recruitment phase but continues throughout the employee lifecycle, shaping daily practices, interpersonal interactions, and organizational culture. This suggests that dual competency is institutionalized as a continuous process rather than a one-time selection criterion.

From a critical perspective, this finding extends Armstrong's (2021) framework by demonstrating that competency alignment in religious-based organizations involves not only matching skills with job requirements but also aligning personal values with organizational ideology. This value congruence appears to play a crucial role in sustaining long-term organizational stability.

Furthermore, the presence of employees with international educational backgrounds, particularly from Islamic institutions abroad, reinforces the argument that the organization maintains high standards in both academic and religious dimensions. This supports previous findings by Fauzan et al. (2024), which highlight the role of Islamic values in strengthening employee commitment and institutional quality.

Social Representation: Rethinking Employee Loyalty

One of the most striking findings of this study is the exceptionally high level of employee loyalty, as evidenced by long tenure and low turnover rates. In many contemporary organizations, particularly in the education sector, high employee mobility is often considered a norm due to factors such as career advancement opportunities and economic incentives. However, this trend does not appear in the context of Yayasan Al-Multazam.

From a theoretical standpoint, this finding is consistent with the model proposed by Stephen P. Robbins and Timothy A. Judge (2021), which suggests that employee loyalty is largely influenced by job satisfaction and organizational commitment. Employees who experience positive work conditions and feel valued by the organization are more likely to remain.

Nevertheless, this study argues that such an explanation is insufficient to fully capture the phenomenon observed. While job satisfaction undoubtedly plays a role, the data indicate that loyalty in this context is also deeply rooted in non-material factors, particularly religious values and a sense of spiritual purpose.

Employees perceive their work not merely as a contractual obligation but as a form of service and devotion. This perspective transforms the meaning of work from an economic activity into a moral and spiritual commitment. Consequently, loyalty becomes not only affective (emotional attachment) but also normative (value-based obligation) and spiritual.

This finding extends the existing literature by introducing what can be conceptualized as multi-dimensional loyalty, where economic, psychological, and spiritual factors interact simultaneously. It also supports the argument of Putra and Rahmawati (2023), who emphasize the importance of value alignment in fostering long-term commitment.

Thus, this study challenges the dominant assumption in HRM that loyalty is primarily driven by satisfaction and rewards, by demonstrating that in certain contexts, particularly religious organizations, loyalty can be more deeply anchored in meaning and belief systems.

Conceptual Representation: Job Satisfaction Beyond Material Factors

The analysis further reveals that job satisfaction among employees is shaped by a combination of structural and cultural factors. On the structural side, the organization provides a clear work system, defined roles, and adequate facilities, which reduce role ambiguity and enhance work efficiency. These findings align with Robbins and Judge (2021), who identify work conditions and organizational systems as key determinants of job satisfaction.

However, the findings also suggest that job satisfaction in this context cannot be fully explained by structural factors alone. The presence of a supportive and value-driven work environment appears to significantly enhance employees' sense of comfort and fulfillment.

In particular, the integration of Islamic values into daily organizational life contributes to a sense of meaning and purpose that goes beyond material satisfaction. Employees experience not only functional satisfaction (related to tasks and rewards) but also existential satisfaction (related to purpose and values). This dual dimension of satisfaction provides a critical extension to existing theories, which tend to focus predominantly on extrinsic and intrinsic motivation. The case of Yayasan Al-Multazam suggests the need to incorporate a third dimension—spiritual motivation—into the analysis of job satisfaction.

Additionally, the effectiveness of the retention system further reinforces satisfaction levels. Employees feel recognized and appreciated, not only through formal mechanisms but also through interpersonal relationships and organizational culture. This finding is consistent with Sari et al. (2022), who highlight the role of HRM practices in enhancing satisfaction and performance.

Theoretical Integration: Linking HRM, Satisfaction, and Loyalty

The findings of this study demonstrate a strong and dynamic relationship between dual competency-based HRM, job satisfaction, and employee loyalty. HRM practices that emphasize both competence and values create a work environment where employees feel aligned with organizational goals, leading to higher satisfaction. In turn, this satisfaction strengthens loyalty, creating a positive feedback loop that enhances organizational stability. This relationship supports the theoretical model proposed by Robbins and Judge (2021), while also extending it by incorporating spiritual and cultural dimensions.

Thus, the study proposes an integrated framework in which: The implementation of dual competency enhances the alignment between individual competencies and organizational demands. This alignment subsequently contributes to increased job satisfaction. Higher levels of job satisfaction, in turn, strengthen employee loyalty toward the organization. Ultimately, strong employee loyalty becomes a key factor in ensuring organizational sustainability.

Novelty: Spiritual Loyalty as a Theoretical Contribution

The most significant contribution of this study lies in the identification of spiritual loyalty as a distinct and critical dimension of employee behavior. Unlike traditional forms of loyalty that are based on economic exchange or psychological attachment, spiritual loyalty is rooted in religious values and a sense of higher purpose. Employees interpret their work as a form of worship, which fundamentally alters their motivation and commitment. This finding extends the framework of Robbins and Judge (2021) by introducing spirituality as a core variable in understanding organizational behavior.

Furthermore, this concept is supported by recent studies such as Hassan and Ali (2024), which emphasize the role of spirituality in enhancing employee engagement and commitment. However, this study goes further by demonstrating how spirituality is not only an influencing factor but also a foundational element in shaping organizational culture and employee loyalty.

Critical Reflection and Implications

While the findings provide strong support for the effectiveness of dual competency-based HRM, it is important to acknowledge that such a model may not be easily generalizable to non-religious organizations. The success of this system is highly dependent on the alignment between organizational values and employee beliefs.

Therefore, future research should explore whether elements of spiritual loyalty can be adapted to broader organizational contexts or whether it remains unique to religious-based institutions.

Conclusion of Discussion

In conclusion, this study not only confirms existing theories on HRM, job satisfaction, and employee loyalty but also extends them by introducing a value-based and spiritual perspective. The integration of academic and Islamic competencies creates a unique HRM model that fosters not only performance but also meaning, commitment, and long-term sustainability.

Conclusion

This study provides a comprehensive understanding of how dual competency-based human resource management (HRM), integrating academic and Islamic competencies, is implemented within Yayasan Al-Multazam Islamic Boarding School and how it influences employee job satisfaction and loyalty. The findings demonstrate that the application of dual competency is not merely conceptual but is deeply embedded in organizational practices, particularly in recruitment, selection, and the formation of organizational culture.

Consistent with the competency-based HRM framework proposed by Michael Armstrong (2021), the study confirms that aligning individual capabilities with organizational needs contributes to improved organizational effectiveness. However, this research extends Armstrong's perspective by showing that competency alignment in this context includes not only technical and professional aspects but also moral and spiritual dimensions. This broader interpretation of competency highlights the importance of value congruence in strengthening organizational systems.

Furthermore, the study confirms the theoretical relationship between job satisfaction and employee loyalty as proposed by Stephen P. Robbins and Timothy A. Judge (2021), where satisfied employees are more likely to develop strong organizational commitment. However, the findings go beyond this established relationship by revealing that loyalty in this institution is not solely driven by satisfaction or economic factors but is also significantly shaped by internalized religious values. Thus, the study introduces the concept of spiritual loyalty, defined as a form of commitment rooted in religious meaning, moral responsibility, and the perception of work as a form of devotion. This concept represents a key theoretical contribution, as it expands existing HRM and organizational behavior frameworks by incorporating spirituality as a central dimension in understanding employee behavior. Overall, the study concludes that dual competency-based HRM creates a synergistic relationship between competence, satisfaction, and loyalty, which ultimately contributes to long-term organizational sustainability.

Theoretical Implications

This study contributes to the development of HRM and organizational behavior literature in several important ways. First, it extends the competency-based HRM framework by demonstrating that competency should not be limited to measurable skills and knowledge but should also include values and spirituality, particularly in religious-based organizational contexts. This challenges the predominantly functional and performance-oriented perspective found in mainstream HRM literature.

Second, the study enriches the job satisfaction–loyalty relationship model proposed by Robbins and Judge (2021) by introducing a multidimensional perspective. While existing theories emphasize psychological and economic factors, this study highlights the role of spiritual and value-based factors in shaping employee attitudes and behavior.

Third, the introduction of spiritual loyalty provides a novel conceptual contribution. Unlike traditional constructs such as affective or continuance commitment, spiritual loyalty reflects a deeper, meaning-driven attachment that is less dependent on external rewards. This suggests that future HRM research should consider incorporating spirituality as an analytical dimension, especially in contexts where organizational values are strongly emphasized.

Practical Implications

From a practical perspective, the findings offer important insights for organizational leaders and HR practitioners, particularly in educational and value-based institutions.

First, organizations are encouraged to adopt a more holistic approach to HRM by integrating not only technical competencies but also value-based competencies into their recruitment and development processes. The case of Yayasan Al-Multazam demonstrates that value alignment between employees and organizational culture can significantly enhance long-term commitment and reduce turnover.

Second, the study highlights the importance of creating a work environment that fosters not only professional growth but also psychological and spiritual well-being. Organizations that are able to provide meaning and purpose in work are more likely to retain employees and build stronger organizational attachment.

Third, HR practitioners should reconsider traditional retention strategies that rely heavily on financial incentives. While compensation remains important, this study shows that non-material factors such as recognition, interpersonal relationships, and shared values can play an equally, if not more, significant role in sustaining employee loyalty.

Finally, for pesantren-based and other religious institutions, this study reinforces the importance of maintaining consistency between organizational values and HRM practices. The integration of spiritual values should not be limited to symbolic representation but must be embedded in daily organizational life to achieve meaningful impact.

Limitations and Future Research Directions

Despite its contributions, this study has several limitations that should be acknowledged. First, the study is based on a qualitative case study approach within a single institution, which may limit the generalizability of the findings. While the depth of analysis provides rich insights, the results may not be directly applicable to organizations with different cultural or structural contexts, particularly non-religious institutions.

Second, the study relies on a limited number of key informants, which, although selected based on their experience and relevance, may still introduce subjectivity and potential bias in the interpretation of findings. Future research could involve a larger and more diverse sample to enhance the robustness of the results.

Third, the concept of spiritual loyalty, while theoretically promising, requires further empirical validation. Quantitative studies could be conducted to measure this construct and

examine its relationship with other organizational variables such as performance, engagement, and turnover intention.

Future research is also encouraged to explore comparative studies between religious and non-religious organizations to examine whether elements of spiritual loyalty can be adapted or translated into more general organizational contexts. Additionally, longitudinal studies would be valuable in understanding how dual competency-based HRM influences employee attitudes and organizational outcomes over time

CONCLUSION

Based on the results of the research and discussion that have been described in the previous chapter, it can be concluded that the implementation of dual competency-based human resource management (HRM) at Yayasan Al-Multazam Islamic Boarding School Kuningan, West Java has been carried out effectively, systematically, and sustainably, and is able to provide a real contribution to increasing job satisfaction and loyalty of academic employees. These findings were obtained through an in-depth qualitative data collection process using a case study approach, so that it is able to describe the phenomenon comprehensively from empirical, social, and conceptual perspectives.

Empirically, the implementation of dual competency-based HRM can be seen from a selective recruitment process by setting a minimum educational standard of a Bachelor's degree (S1), as well as considering Islamic competency aspects as an integral part of employee qualifications. This condition shows that the foundation does not only emphasize academic aspects, but also value alignment as the main basis in HRM. This is reinforced by the fact that most academic personnel have higher education backgrounds, even coming from various countries such as Egypt, Malaysia, Singapore, and Turkey, which reflects superior and competitive human resources.

Socially, this study found that the level of loyalty of academic employees in the foundation is relatively high, which is indicated by the length of employee tenure and low turnover rates. This loyalty is not only based on formal employment relationships, but is also formed through strong emotional attachment and spiritual values between employees and the institution. This can be seen from the experience of informants who have served for approximately twelve years, and even remain after entering the family life phase, which indicates a sense of comfort, security, and belonging to the organization. Thus, the loyalty formed is affective and normative, not merely transactional.

Conceptually, the results of this study also show that the job satisfaction of academic employees is influenced by the HRM system implemented by the foundation, both in the form of adequate facilities, a conducive work environment, and a clear and structured organizational system. This high level of job satisfaction ultimately has an impact on increasing employee loyalty, thereby creating a strong and sustainable retention system. In this case, the foundation has succeeded in building a work environment that not only meets material needs, but also the psychological and spiritual needs of employees.

Thus, it can be concluded that dual competency-based HRM has a significant influence on the job satisfaction and loyalty of academic employees, where the alignment between competencies, values, and organizational systems becomes the main factor in creating stability and sustainability of human resources in the environment of pesantren-based educational institutions. The findings of this study offer important implications for Islamic educational institutions, particularly pesantren-based organizations, in designing effective human resource management strategies. Institutions are recommended to integrate both academic and religious competencies in recruitment and retention practices, while also fostering a work environment that embodies spiritual values. Such an approach can contribute to enhancing employee performance, strengthening loyalty, and ensuring long-term organizational sustainability.

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